

15 December 1983

MEMORANDUM FOR: Robert W. Magee
Director of Personnel

FROM:

[REDACTED]
Deputy Director for Policy, Analysis
and Evaluation

SUBJECT: Limitations/Constraints on Agency Employees

1. Attached for your information is a fairly comprehensive list of limitations/constraints on Agency employees compiled in cooperation with OP representatives from all Directorates (see Attachment A). Issues common to all Federal employees, e.g., the Hatch Act, were omitted. Although some of the items cited are not necessarily unique to CIA, the group believed each item is perceived by a significant number of employees as a limitation/constraint relating to Agency affiliation.

2. The material is sorted randomly within three groups as defined:

- a. Job-Related—items referring expressly to the job-setting, cover and/or cover organizations and the need for protection of one's employment status.
- b. Employee-Related—items referring to Agency employees in general whether overt or covert.
- c. Family-Related—items impacting directly or indirectly on an employees family or close relatives.

3. For comparison with other Federal agencies, six different matrices are contemplated (illustration is attached). The questions to be raised are essentially as follows:

- a. Is security (personal/physical) a part of an employee's job?
- b. Is cover (personal/organizational) a part of an employee's job?
- c. Must employees obtain prior special approval before taking certain actions?

- d. Are certain initiatives (positive actions/behaviors) required of employees?
- e. Are employees subject to certain actions by the employer?
- f. Does Agency affiliation impact in any special way on an employee's family or close relative?

4. Several self-imposed employee limitations/constraints are identified (see Attachment C) to illustrate that a wide-range of management controlled decisions and programs also affect employee perceptions. Of course, these types of "limitations" are not part of the matrix package being developed for external comparison.



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ATTACHMENT A

Job-Related

- Social contact by Headquarters and domestic field personnel with Agency personnel overseas is prohibited unless prearranged and approved beforehand.
- X Group social activities of Agency employees will not be identified openly by CIA.
- X Classified information must be controlled at all times requiring employees not to leave rooms unoccupied at any time unless such information is properly stored.
- X Employees must conduct security checks at the close of each work day.
- X Medical (including psychiatric) standards for employment are especially prescribed.
- Pay and leave matters are made complicated by virtue of employee affiliation with cover organizations.
- Employees are often required to work two jobs, i.e., their Agency job and their cover job.
- X Employees are not permitted to take work home.
- X Employees traveling to "Defensive Briefing Areas" must be briefed beforehand.
- X Employees assigned overseas must have their domestic help checked by security before hiring. At the discretion of the COS, employees may not be permitted to occupy the home of their predecessor (if living off the economy), and/or use previously employed domestic help.
- X Non-official cover employees do not have ready access to Agency facilities, i.e., employee activity association, ticketron, recreational areas, etc.
- X Changing cover requirements impose inconveniences to affected employees, e.g., telephone inquiries from non-witting persons, credit reference checks, etc.

-- Employees must occasionally feign any knowledge of another employee and/or his or her affiliation with the Agency.

X Agency compartmentation/"need to know" principle limits communication and employee feedback.

Employee-Related

X Employees will not solicit requests for speaking engagements before non-Government groups.

X Employees and former employees must submit all writings, including works of fiction which mention intelligence activities, or outlines of oral presentations for prior review.

X Employees must receive prior approval for:

- part-time employment
- sponsoring entry of an alien into the United States
- court appearances
- attending international conferences or conventions
- operating a CB or amateur radio overseas
- marrying an alien
- private foreign travel

X Employees must not discuss classified information in unofficial outside activities or with their families.

X Employees must report any unofficial contact with anyone known or believed to be a citizen, employee or representative of a Communist government or front organization.

X Employees must report recurring or close contact with nationals, employees, or representatives of non-communist countries.

X Employees are subject to dismissal if the Agency is of the opinion that a spouse or intended spouse is a security risk.

X Employees must obtain a "cover legend" prior to any private foreign travel.

X Employees must not disclose Agency affiliation in response to canvasses of occupational information.

X Retiring, resigning, or employees departing on extended leave must prepare for approval a summary of Agency employment.

- X Unforeseen absences from work must be reported in the first two hours to the supervisor or the Office of Security.
- X Separating Agency employees are ineligible for subsequent employment with the Peace Corps for five years.
- Employees are subject to the polygraph examination throughout the course of their employment.
- Employees are reinvestigated periodically throughout the course of their employment.
- X Agency compartmentation limits the extent of recognition employees may receive for achievement or valor.
- Employees serve without tenure, i.e., they may be separated at any time under the Director's authority without benefit of appeal.
- Employees cannot be unionized.

Family-Related

- X High medical insurance claim experience, i.e., Agency hospitalization plan premiums are affected by fact that non-Agency persons are prohibited from joining, and the stress on employees and their families is disproportionately high.
- X Only children of overt employees may participate in the "Summer-Only" employment program.
- The risks of service abroad are greater for Agency employees because of the current high visibility of the Agency and the proneness of foreign officials to allege CIA involvement in any unpopular incident or activity.
- X Changing "cover" stories by employees create internal family problems where relatives often conclude the employee is having difficulty with his or her career.
- Agency affiliation often imposes limitations on the life-style of family members of employees, and awkwardness in social situations.
- X Family members are not permitted to visit the employee's work-site except under special circumstances.
- Employees who separate from the Agency under cover carry an additional burden which affects them and their families on a continuing basis even following the employee's death.
- Under certain circumstances family members are subject to special psychiatric/psychological assessment.

-- Eight-hour Donation of Overtime:

Exempt employees (under FLSA), GS-12 and above, are not entitled to overtime pay for the first eight hours of such overtime.

* Supervisors oversee subordinate leave activity:

In addition to authorizing the use of earned annual leave for their subordinates, Agency policy provides that supervisors are to be kept informed of the employees "whereabouts" while on leave. This is not common to most other Federal agencies.

ATTACHMENT B

(Illustration of Agency Comparisons)

Matrix I

Is security (Personal/Physical) a part of the job?

Agency: State Department

Yes No (Circle one)

(If yes, answer the following:)

	YES OR NO	EST. % EMPLOYEES AFFECTED	OCCURRENCE <u>Continuous/Occasional</u>
1. May group social activities held outside of agency premises be openly identified with the agency?			
2. Do employees have access to or control classified information?			
3. Do employees conduct security checks at the close of each work day?			
4. Are employees permitted to take work home?			
5. Are employees permitted to discuss their work with family and friends?			
6. Must employees display a badge on the premises during the course of their work day to verify their status as agency employees?			
7. Are employees subject to having packages/briefcases examined upon departing agency premises?			

ATTACHMENT C

Self-Imposed Constraints

-- One-grade promotions:

Professional/administrative employees in certain occupational series positions are granted two-grade promotions from GS-5 to GS-11 elsewhere in the Federal service, not so in the Agency.

-- Uniform promotion rule:

Employees are generally promoted as the opportunity presents itself elsewhere in the Federal Service. Here employees are promoted on a prearranged schedule.

-- Time-in-Grade Policy:

This policy varies among the Career Services under our decentralized system causing some consternation among employees.

-- Reassignment restrictions:

The timeliness of the dissemination of job vacancy information and/or the availability of the employee for release for reassignments varies among Career Services.

-- Home-Leave Limitations:

The time-frame authorized for employees to use their earned home leave credits is Agency controlled.

-- Skill/aptitude test requirements:

The test standards for clerical applicants including shorthand, are perceived to be substantially higher than ordinarily required in other Federal agencies.

-- Comparative Promotions:

Agency employees compete for rank (grade) and not directly for promotion to specific positions; the latter is characteristic of the Federal service in general and places the initiative on the employee.

-- Assignment Policies:

A substantial number of Agency employees occupy positions of a higher grade for lengthy periods without benefit of commensurate pay. This is not the case in the Federal establishment at-large.

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9 FEB 84

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As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

ATTACHED ARE THE HRPS MIBOS AND PROGRESS REPORTS. OUR #5 RELATES TO POINT "E, 1-3" ON PAGE 4 OF THE PLAN; AND OUR #6 RELATES TO POINT "III, B" ON PAGE 6 OF THE PLAN.

I WILL REPORT PROGRESS ON THE FOUR HRPS INTERNAL MIBOS AT OUR BI-WEEKLY. (NOTE THAT THE COLOR GRAPHICS DONE FOR #5 MIGHT MAKE A GOOD PRESENTATION).

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

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5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

☆ U. S. GPO: 1978-0-261-647 3354

FY 1984 - 5 HRPS Improve the Retention Rate for Employees

1. Activity This Period:

HRPS has produced a formal review covering Agency attrition for the past five years. This review contains statistics and color graphics and covers Directorates and Career Services by subcategory.

We have begun to analyze the reasons for employee separations, starting with the major breakdowns and progressing to specific occupation groups.

Some factors are already clearly evident, including an extraordinarily low overall attrition rate, and a rate of clerical progression that far outstrips the small number of clerical separations.

2. Problems:

Our only problem, to date, has been the time and effort involved in conforming the varying numbers extracted from different portions of the data base. However, we are currently within projected time frames and anticipate no further significant delays.

3. Status:

Proceeding according to plan.

4. Plans for Next Period:

Complete an analysis of separation patterns and trends over the last five fiscal years.

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Time-in-Grade Consistency:

Activity This Period:

Statistics have been obtained which provide the information on component time-in-grade experience. These are now being reviewed to determine inconsistencies or patterns.

Problems:

None encountered to date and none anticipated.

Status:

This project is currently on track.

Plans for Next Period:

The statistical review will be finished and a Directorate survey will be taken to document policies and rationales for inconsistencies. This activity should be completed in time to prepare recommendations for explaining or resolving component time-in-grade variations, by the end of March.